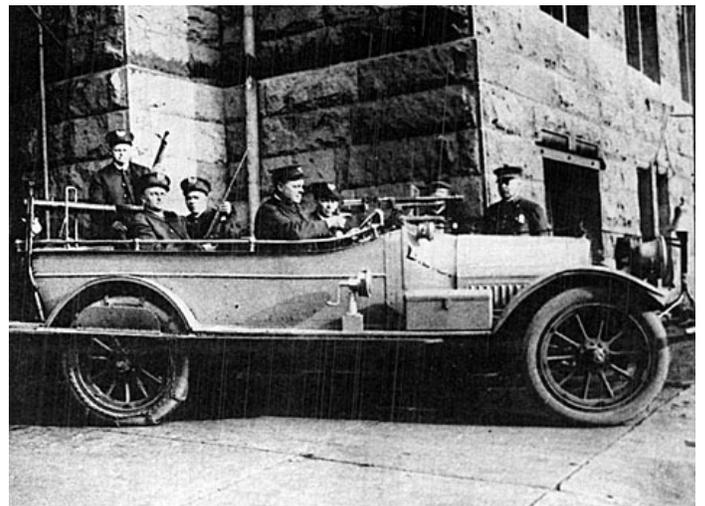


Civil Service Commission
City and County of Denver

2011 Annual Report





Civil Service Commission
Police and Fire Classified Service
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Dear Esteemed Colleagues:

Enclosed is a copy of the Denver Civil Service Commission's Annual Report for calendar year 2011. We are committed to working in full partnership with the Manager of Safety, Fire and Police Administrations and with members of the Classified Service to ensure that the intent and spirit of the City Charter and Commission Rules are met with the highest ethical and professional standards.

We are committed to fostering and maintaining merit system principles in the testing and selection processes for the Classified Service of the Police and Fire Departments while recognizing the value and benefit of a diverse workforce. This agency is also committed to ensuring that the members of the Classified Service have access to a fair disciplinary and disqualification review process.

The financial challenges for 2011 resulted in two Fire Academy classes, and no Police Academy classes in this fiscal year. Despite these difficult times, the principles that we are entrusted to uphold were achieved. We are optimistic about the future and meeting the needs of the Classified Service.

Our achievements this past year are not ours alone but the result of collaborative efforts. We sincerely thank the Department of Public Safety, Police and Fire Administration, Public Safety Recruitment and members of the Classified Service for their valuable input and support.

Sincerely,

Earl E. Peterson
Executive Director



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EXECUTIVE SUMMARY

The City Charter established the Denver Civil Service Commission in 1904. The Commission is one of the oldest merit systems in the nation and is modeled after the Pendleton Act of 1883, which created the U.S. Civil Service Commission now known as the U. S. Office of Personnel Management.

The duties, powers and responsibilities of the Commission include establishing, fostering and maintaining a merit personnel system for the Classified Service of the Denver Police and Fire Departments. Through this merit process, a listing of eligible applicants/candidates determined to be the best qualified, is provided to the Manager of Safety for selection and appointment to the Classified Service.

By Charter and Rule, the Commission has a duty to maintain a merit system that provides for equality, diversity and integrity in the examination process. The Commission evaluates components used in the examination process on a regular basis and determines how these components should be graded and weighted in order to identify the best-qualified applicants and candidates for placement on eligible registers. The Commission's ongoing review of test material, selection methods and policies and procedures ensures an effective, efficient and fair process for entry-level and promotional testing. The Commission is committed to testing and selection processes that are fair, content valid, reliable and job related. The Commission adheres to all applicable Federal, State and local laws and adheres to the Uniform Guidelines on Employee Selection Procedures as established by the Equal Employment Opportunity Commission (EEOC).

The Commission is also committed to Equal Employment Opportunity and non-discrimination. The Commission's consideration and examination of all applicants for employment with the Commission and all applicants and candidates for appointment and promotion in the Classified Service, shall be made without regard to race, color, religion or creed, sex, sexual orientation, age, national origin or ancestry, political affiliation, or disability for individual's otherwise qualified to perform the essential functions of the position with or without reasonable accommodation.

In 2011 continued process improvements were made in both entry-level and promotional testing.

- Polygraph results continue to be reviewed by the psychologists in preparation for the Suitability Interview.
- The Commission redesigned the entry-level Police and Fire language skills proficiency assessment into a two-part assessment. The first part is a preliminary assessment, which is administered via telephone. The second part is a face-to-face interview with those who pass the preliminary assessment.
- For promotional examinations, the Commission developed an in-house web-cam system where each candidate can take their own picture upon arrival for an assessment center. In the past, a staff member took each candidate's picture. These pictures are now electronically available to all assessment center panel members.

- Using a secure wireless connection, the Commission developed a scoring mechanism for promotional examinations utilizing existing surplus notebook computers. Cross-checking of each scoring dimension verifies that all assessors are within the specified parameters before the assessors can proceed with the next candidate. Previously the scores were entered into the database via Scantron (bubble) forms. The cross check was handled electronically then verification of the forms was done manually. Any discrepancies or errors would have to be addressed with the assessors at a later time or the following day. Now the score results are immediately verified.
- In December 2011, the Commission administered a computer based written test to 238 applicants interested in the Denver Public Safety Cadet program.
- The Civil Service Commission continues to provide administrative support to the Department of Public Safety Recruitment's use of the Commission's testing lab for on-site practice testing for potential entry-level Police and Fire applicants.
- The Civil Service Commission, in cooperation with Risk Management continues to evaluate the physical conditioning of new hires for the Denver Police and Fire Departments. This evaluation relates to the health, fitness and safety of new recruits and achieving decreased injuries in academy classes.
- The Civil Service Commission readily shares best practices and information regarding collaborative efforts with other cities. These inquiries demonstrate that the Commission continues to be a leader in test development and administration.

CIVIL SERVICE COMMISSIONERS

Cecilia E. Mascarenas, President

Cecilia E. Mascarenas was reappointed to the Commission in December 2010. Commissioner Mascarenas holds a Bachelor of Arts degree in Sociology from Goshen College in Indiana and an Associate of Arts Degree in Elementary Education from Hesston College in Kansas. She enjoyed a 30-year career as a Probation Officer and Probation Administrator for the Denver Juvenile Court. She is a former Governor appointee to the Colorado Board of Parole and a former Mayoral appointee to the Public Safety Review Commission. President Mascarenas has served on community, state and national Boards and Commissions. She served on the Mayor's Public Safety Infrastructure Taskforce Committee. She served as Interim Deputy Manager of the Family and Children's Division at the Denver Department of Human Services, appointed by the Colorado Department of Public Safety to the Regional Community Policing Institute, and was appointed by the Governor to the Justice Assistance Grant Board in 2007. As a Mayoral appointee, her term expires December 31, 2012.



Neal G. Berlin, Vice President

Neal G. Berlin was reappointed to the Commission in December 2010. For over 35 years he served local governments as a city manager; including Ann Arbor, Michigan; Arvada, Colorado; Iowa City, Iowa and Hanover, New Hampshire. Major responsibilities included oversight of Police and Fire operations and personnel administration. His primary professional interests are organizational change, responsiveness to citizens, effective and prudent financial management and consensus building. Commissioner Berlin served in the U.S. Army. Commissioner Berlin received a Master in Public Administration degree from the University of Michigan and his Bachelor of Arts degree in Political

Science from Illinois Wesleyan University. He has undertaken additional academic work at the John F. Kennedy School of Government at Harvard University, American University, the University of Colorado and the University of Denver. Commissioner Berlin works to improve the lives of persons who are challenged with developmental disabilities. He is a member of the Board of Directors and finance and personnel committee of the Developmental Disabilities Resource Center in Lakewood that provides services to persons with developmental disabilities in four counties. He is also president of the Windsong at Pinecrest homeowners association. As a City Council appointee, his term expires December 31, 2012.

CIVIL SERVICE COMMISSIONERS (CONTINUED)

Anna Flores, Commissioner

Anna Flores was reappointed to the Commission in January 2010. Commissioner Flores is a life long Denver resident. She attended Fairview Elementary School, Lake Jr. High, West High School, and Metropolitan State College with a double major in Political Science and Spanish. Former Mayor Frederico Pena appointed her as the Director for the Denver Commission on Aging from 1983 to 1989. Commissioner Flores previously narrated for the Colorado Talking Library for the Blind. She is an author and writes mysteries. She has currently written four books. As a City Council appointee, her term expires December 31, 2013.



Hillary Potter Ph.D., Commissioner

Hillary Potter was appointed to the Commission in January 2009. Dr. Potter is an Assistant Professor of Sociology at the University of Colorado at Boulder, where she teaches criminology courses and her research focuses on the intersections of race, gender, and class issues as they relate to crime and violence.

Dr. Potter, a resident of the Capitol Hill neighborhood, was born and raised in Denver. Dr. Potter holds a B.A. and a Ph.D. in sociology from the University of Colorado at Boulder and an M.A. in criminal justice from the John Jay College of Criminal Justice, City

University of New York. Dr. Potter is the author of *Battle Cries: Black Women and Intimate Partner Abuse* (New York University Press, 2008) and the editor of *Racing the Storm; Racial Implications and Lessons Learned from Hurricane Katrina* (Lexington Books, 2007). As a Mayoral appointee, her term expires December 31, 2013.

CIVIL SERVICE COMMISSIONERS
(CONTINUED)



Matthew Spengler, Commissioner

Matthew Spengler holds a Masters in Public Administration from the University of Colorado-Denver, and a J.D. from George Mason University School of Law. Currently, Mr. Spengler practices law at Hale Westfall, LLP. Prior to joining Hale Westfall, Mr. Spengler was a law clerk for Justice Gregory Hobbs on the Colorado Supreme Court and Judge Susan G. Braden on the United States Court of Federal Claims.

Mr. Spengler worked as Government Relations Manager for the International Association of Fire Chiefs. Mr. Spengler also served as a Presidential Management Fellow at the United States Mint.

As a Joint appointee, his term expires December 31, 2012

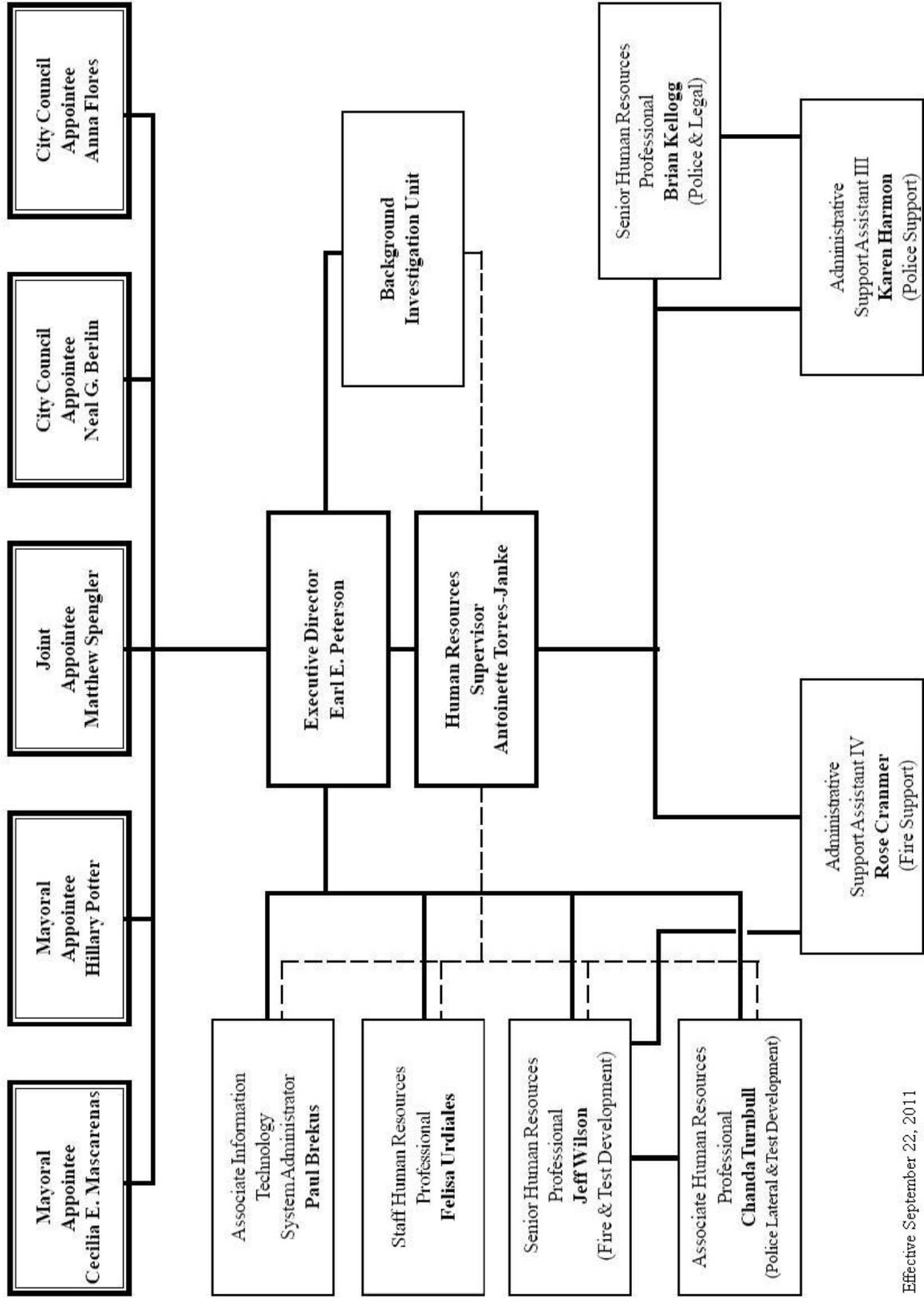
EXECUTIVE DIRECTOR

Earl E. Peterson



Earl E. Peterson has served as Executive Director since November 2000. Prior to this position he was in the private sector for over 19 years with Champion International Corporation, Nationwide Papers Division as Operations Manager, Administration Manager and Marketing Manager. Mr. Peterson is a graduate of the State University College of Arts and Science, Geneseo, NY, and holds a Bachelor of Science Degree in Management Science. Mr. Peterson is an active member of Eastern Hills Community Church. He currently serves on the architectural committee for the Prides Crossing HOA and was Vice President for seven years.

Civil Service Commission Org Chart



Effective September 22, 2011

COMMISSION BUDGET

In 2011, the Commission budget was \$1,437,300. The budget includes costs for a full-time staff of 9 employees, 18 on-call background investigators and payment to contract independent hearing officers to conduct disciplinary appeal hearings. The budget also includes payment, for entry-level and promotional test development and applicant processing.

The Commission was involved in the development and administration of two special entry-level examinations; Fire Mechanic and Fire Systems Technical Specialist and three promotional examinations in 2011. The overall direct cost for the administration to develop these examinations was a total of \$105,610.

Fire Mechanic	\$ 2,080
Fire Systems Technical Specialist	No cost (Internally developed and use of Fire Dept. Subject Matter Experts)
Police Sergeant	\$55,170
Police Captain	\$26,780
Fire Lieutenant	\$21,580

Two Fire academies were placed in 2011. The processing of applicants for Police and Fire reflect the following line item expenditures for a total of \$66,640.

Background Investigation Unit Payroll and Social Security	\$38,140
Polygraph Exams	\$11,280
Suitability Exams	\$13,750
Pre-Employment Drug Screening	\$3,470

The Civil Service Commission returned \$348,130 of the planned operating budget for 2011 back to the general fund due to reductions in academy needs for Police and Fire as well as reducing other operational expenditures. The Commission was able to immediately address cost reductions through the use of approved vendors for polygraphist, and psychologist evaluations as needed for entry-level processing of Police and Fire applicants. The use of qualified on-call, not full time, Background Investigators providing services to the Commission as needed. Professional standards are ensured through all aspects of the work performed by the Commission staff and professional service vendors. These savings represent 24.22% of the overall Commission budget for 2011.

DISQUALIFICATION & DISCIPLINARY APPEALS

The Appeal Process

The City Charter § 9.4.15 and Commission Rule 12 provide for a disqualification and disciplinary appeal process through which a member of the Classified Service may appeal any disqualification from the Classified Service and any Departmental Discipline received, with the exception of an oral or written reprimand and the dismissal of a probationary employee. The appeal process provides for a public hearing before a Hearing Officer. There is an option also for assignment of a different Hearing Officer to serve as a Settlement Officer (mediator) in the appeal.

When the discipline being appealed includes a disciplinary penalty of dismissal, or when the discipline being appealed is based on a member's conduct that resulted in a death, the appeal hearing is conducted by a three-person Hearing Officer Panel.

Except for the disqualification of any probationary member of the Classified Service, a member who is subject to disqualification and is being dismissed for a failure or inability to meet the qualifications necessary to perform the essential functions of the position may also file an appeal for a hearing before a Hearing Officer.

Any final decision and order of a Hearing Officer (or Hearing Officer Panel) may be appealed by the member, the Manager of Safety, or by both, for a limited review by the Civil Service Commissioners. In lieu of an appeal to the Commissioners, a final decision at the Hearing Officer level may be appealed directly to Denver District Court. A final decision at the Commissioner level also may be appealed to District Court.

An Appeal to the Hearing Officer

The appeal must be filed within 10 days of the date of the service of the Manager of Safety's Departmental Order of Disciplinary Action (or Disqualification) on the member. A Hearing Officer(s) is randomly assigned to the appeal from among all Hearing Officers then under contract.

The matter will be scheduled for a public hearing before the assigned Hearing Officer(s). At the hearing the Manager of Safety has the burden of proof (by a preponderance of the evidence) to justify the Order of Discipline. Both sides may present evidence and may call witnesses to testify at the hearing. The Manager of Safety is represented by the City Attorney's Office. The member may be represented by an attorney or may proceed without representation.

The Hearing Officer(s) is charged with issuing a written decision and order within 30 days after the hearing is closed. The Hearing Officer(s) may affirm, reverse, or modify the Order of Discipline, in whole or in part.

Either party, or both parties to the appeal may, within certain limitations, appeal the Hearing Officer's final decision and order to the Civil Service Commissioners. In lieu of an appeal to the Commissioners, either party may appeal directly to District Court. If not appealed, the Hearing Officer's decision and order is binding on the parties.

An Appeal to the Civil Service Commissioners

A Notice of Appeal, requesting a review of a Hearing Officer's final decision and order, must be filed within 15 days of the date noted on the certificate of mailing of the Hearing Officer's decision. The Commissioners, sitting as a panel of all current Commissioners, consider the issues of an appeal. The Commissioners do not hold a new hearing. The parties will file written legal briefs in the appeal, and the matter may be scheduled for Oral Argument before the panel of Commissioners.

The Commissioners' review of a Hearing Officer's decision and order is limited, by Charter, to one or more of the following bases:

1. New and material evidence is available that was not available at the time of hearing;
2. The Hearing Officer's decision involves an erroneous interpretation of departmental or Civil Service Commission rules;
3. There are policy considerations that may have effect beyond the case at hand;
4. The discipline affirmed or imposed is inconsistent with discipline received by other members of the department under similar circumstances.

After reviewing the official record (of the appeal that was before the Hearing Officer), and the respective legal arguments of each party, the Commissioners will issue their Final Decision and Order. The Commissioners may affirm, reverse, or modify the Hearing Officer's decision and order. Any final decision and order issued by the Commissioners may then be further appealed to Denver District Court by either or both parties. If not appealed, the Commissioners' decision and order is binding on the parties.

An Appeal to Denver District Court

When a decision of the Hearing Officer or of the Commissioners is appealed to the District Court, the Court will typically review the decision based on an analysis of whether the decision was arbitrary, capricious or an abuse of discretion.

2011 Disciplinary Appeals

Appeals before Hearing Officers

Six (6) disciplinary appeals filed with the Hearing Officers in 2010 were carried over into 2011. In calendar year 2011, twenty-two (22) new Police Officer disciplinary appeals were filed with the Hearing Officers, along with one (1) new Firefighter appeal.

Nine (9) of the Police appeals were withdrawn or settled prior to a hearing, as was the one Fire appeal. Hearings were completed and decisions issued on four (4) Police appeals. Fifteen (15) Police appeals remained active and were carried over into 2012.

Thirteen (13) of the twenty-eight Police appeals before Hearing Officers in 2011 involved issues of dismissal from the Classified Service and were assigned to a 3-person Hearing Officer Panel. Several of these appeals were consolidated with another appeal for a joint hearing due to the two Officers' involvement in the same incident.

Appeals before the Commissioners

One disciplinary appeal (of a Hearing Officer decision) filed with the Commissioners in 2010 was carried over into 2011, with a final decision then being issued. In the later part of 2011 there were three (3) Hearing Officer decisions in Police appeals that were then appealed to the Commissioners by the Manager of Safety. All three of these appeals were carried over into 2012.

Hearing Officer Selection and Qualifications

As required by City Charter, Civil Service Commission Hearing Officers shall not be employed by, or considered to be employees of, the City and County of Denver. The Commission's Hearing Officers are retained as on-call independent contractors. The procedures and qualifications for the selection of Hearing Officers are provided by City Charter § 9.3.7 and/or by Commission Rule 14. The selection process involves a confidential and independent ranking of qualified applicants by both the Manager of Safety and by the representatives of the Police Officer and Firefighter collective bargaining agents. Contracts are offered based on the designated order of mutual preference determined by the rankings.

The Commission is required to contract with at least three (3) persons to serve as Hearing Officers. The following seven individuals served as a Hearing Officer during all or part of calendar year 2011:

Timothy B. Arnold, Esq.
Susan J. Eckert, Esq.
Daniel C. Ferguson, Esq.
Lawrence B. Leff, Esq.
Carolyn J. Liewers, Esq.
Eric J. Moutz, Esq.
Rhonda L. Rhodes, Esq.

The Hearing Officer selection process must be undertaken at least once every three years. The last Hearing Officer selection process was completed in late 2009 for contracts to be offered during 2010-2012. Recruiting for the next Hearing Officer selection process will begin in late summer, 2012, for contracts to be offered during 2013-2015.

ENTRY-LEVEL POLICE/FIRE TESTING AND APPLICANT PROCESSING

During the respective open application periods, applicants interested in testing for a Police Officer or Firefighter position first complete an application form and schedule a test date online through the Commission's web site at www.denvergov.org/civilservice . The Commission's testing center can accommodate up to 36 applicants per test session, with testing conducted in the mornings. If the scheduled appointments for testing are full, an applicant can "walk-in" on any scheduled test day and will be permitted to fill any vacant testing stations on a first come first served basis.

Police Officer Testing

Due to City budget limitations and a lack of Police Officer Academy classes, entry-level testing for the Police Officer position was cancelled for 2011. However, the entry-level Police Officer test was administered to applicants for the volunteer Reserve Police Officer position.

The Police Officer entry-level test has two major components, A *Written Skills Test* and a *Situational Judgment Video* test. Both components are administered via computer. The *Written Skills Test* component has two sections: a Writing Ability Skills section comprised of 44 questions, and a Human Relations Skills section comprised of 62 questions. The Writing Ability Skills section measures constructs including correct wording, grammar, spelling, punctuation and ease of understanding. The Human Relation Skills section measures constructs to include the ability to work under stressful conditions, integrity, ethics, decision-making, self-control, maintaining confidentiality, interpersonal skills, teamwork, the ability to follow rules, and demonstrating respect for others. The *Written Skills Test* is administered only on a pass/fail basis. The minimum passing score was 65.0943%.

Following the Police Officer *Written Skills Test*, a *Situational Judgment Video Test* is administered to those Police applicants who received a passing score on the written skills test. An applicant's score on the *Situational Judgment Video Test* is the applicant's "total test score" which is used for the purpose of ranking, combined with any Veteran or Language Skill preference points.

A comprehensive Test Orientation and Study Guide is made available to all Police Officer applicants. The Study Guide includes practice test items for both sections of the *Written Skills Test*. For the *Video Test*, two sample video scenarios with corresponding questions are made available through the Commission's website.

Police applicants who are currently employed as peace officers (with appropriate State certification), and who have a minimum of three years patrol experience, can be considered for lateral-entry placement. A benefit of the combined entry-level and lateral-entry academies allows lateral-entry applicants to complete the academy in 10 weeks (versus 26 weeks for entry-level applicants) if their previous training and experience warrants.

Firefighter Testing

The Commission tests for the position of Firefighter every two (2) years. The testing for Firefighter was conducted in the months of January and February, 2010 for applicant processing in 2010/2011 which resulted in two Fire Academy classes. The Firefighter written test (administered via computer) covered several areas that have been determined, by a comprehensive job analysis and input from Fire Department subject matter experts, to be important to the position of Firefighter. The skills and abilities measured include job related practical skills, interpersonal skills, emotional outlook, and basic educational skills (such as reading comprehension, writing and mathematics). Additionally, the Commission administered a Mechanical Aptitude test for data collection purposes only. The Mechanical Aptitude test was not used in the scoring.

The minimum passing score was 81.5%. The Commission determined that the written test would be strictly pass/fail and that ranking would be established 100% by the composite score combining the Interpersonal Skills and Emotional Outlook components with the addition of any Veteran or Language Skill preference points.

Special Testing for the Fire Department

The Fire Department has two specialized entry-level positions in the Classified Service. They are Fire Mechanic and Fire Systems Technical Specialist (including Electricians and Electronic Technicians). Fire Mechanics perform skilled work in the maintenance and repair of automotive equipment, fire apparatus and fire suppression equipment. Fire Systems Technical Specialists (Electricians) design, install and maintain all electrical, heat, and power systems. Fire Systems Technical Specialists (Electronic Technicians) design, build, install, inspect and repair all division systems and equipment. Equipment maintained includes radio fire-box transmitters and receivers, microwave, two-way mobile radios and pagers, towers, antennas, etc. When a vacancy is anticipated in any of these specializations, the Commission will screen and test applicants as outlined in the respective Announcement of Examination and the respective Informational Booklets.

In 2011, the Commission tested for Fire Systems Technical Specialist (Electronic Technician), and Fire Mechanic.

Police Officer and Firefighter Applicant Processing

Police and/or Fire applicants who are invited on for further testing and screening are required to complete a Behavioral Questionnaire; Supplemental Application Form detailing their education and training, military service, employment and volunteer history; and a Background History Form providing information regarding their driving history, their use of drugs and alcohol, their legal history, references, etc.

The questionnaire and forms help identify personal and work behaviors related to the qualifications and suitability standards for Police Officers and Firefighters. Commission staff, the psychologist, the polygraph examiner, the background investigator and the Commissioners review this data. When an applicant is certified for consideration for hire to the Manager of Safety, the data and findings are also considered in the Manager's file review.

To be eligible for consideration for hire, applicants must successfully complete the following testing and screening phases:

- Physical Ability Test
- Suitability Assessment (Written Assessments, Interview, and File Review)
- Polygraph Examination
- Background Investigation (Including Interview)
- Background Review by Commissioners

All applicants who successfully complete all of the testing and screening phases are generally approved for placement on an “Eligible Register.” There are separate eligible registers for Entry-Level Police, Cadet-Police, Lateral-Entry Police, Reserve Police Officer, Entry-Level Firefighter, Cadet-Firefighter, and Lateral-Entry Firefighter applicants. When it is time to fill an Academy class, the Commission will certify to the Manager of Safety a list of applicant names from one or more of the eligible registers.

When selecting names to be certified, the Commission does so based on the relative rank on the eligible register(s) and the requirements of any court orders in effect. With regard to Police applicants, the Commission certifies names in accordance with the provisions of the court approved Modified Hogue Consent Decree. The Hogue Consent Decree establishes minimum percentage goals based on racial and ethnic representation in the defined available work force. The Hogue Consent Decree goals apply to the following elements of the screening and selection process: listing qualified applicants on an eligible register; certifying a list of applicants to the Manager of Safety; and the hiring of applicants by the Manager of Safety.

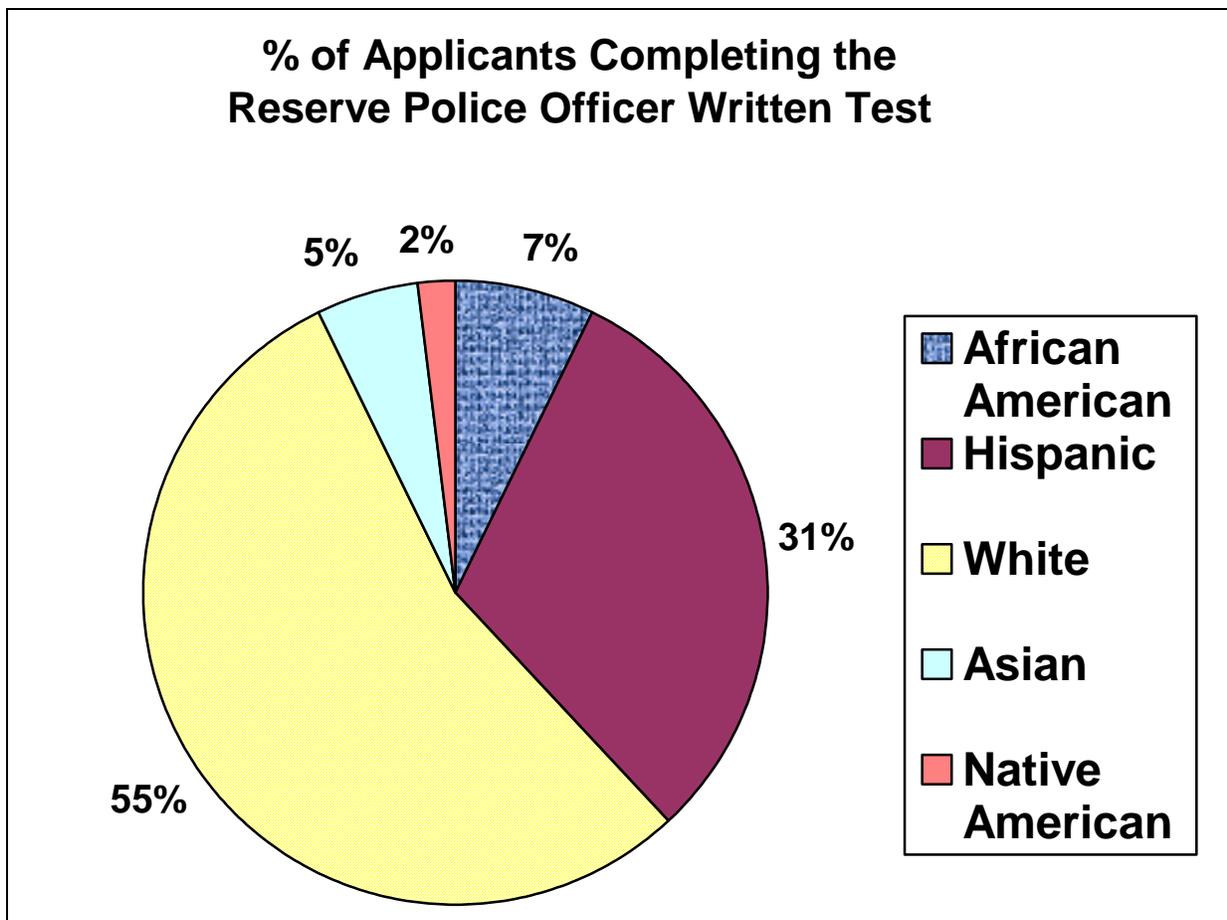
From among those applicants certified, the Manager of Safety selects the individual applicants who are to be provided a conditional job offer. To aid the Manager of Safety in his selection decisions, each certified applicant is required to undergo a Department Panel Interview. Interviewed Police applicants files are reviewed by the Police Department’s Command staff who then makes recommendations to the Manager based upon their file reviews. Interviewed Fire applicant files are reviewed by the Fire Chief who then makes recommendations to the Manager based upon his file review.

As part of the Manager of Safety’s final screening process, those applicants receiving a conditional job offer must also successfully complete a medical evaluation, hair analysis drug screen, and fingerprinting. The medical evaluation includes, but is not limited to, a medical exam, the completion of a post-job offer questionnaire, a written psychological test and a psychological evaluation. The Manager of Safety retains the final hiring authority to select applicants for appointment to an academy class.

2011 RESERVE POLICE OFFICER WRITTEN TEST
(By Race/Ethnicity and Gender)
(All 55 reserve applicants passed the written test)

	Male	% of Total	Female	% of Total	Total	% of Total
African American	4	7.27%	0	0.00%	4	7.27%
Hispanic	12	21.82%	5	9.09%	17	30.91%
White	24	43.64%	6	10.91%	30	54.55%
Asian	3	5.45%	0	0.00%	3	5.45%
Native American	1	1.82%	0	0.00%	1	1.82%
Total	44	80.00%	11	20.00%	55	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.

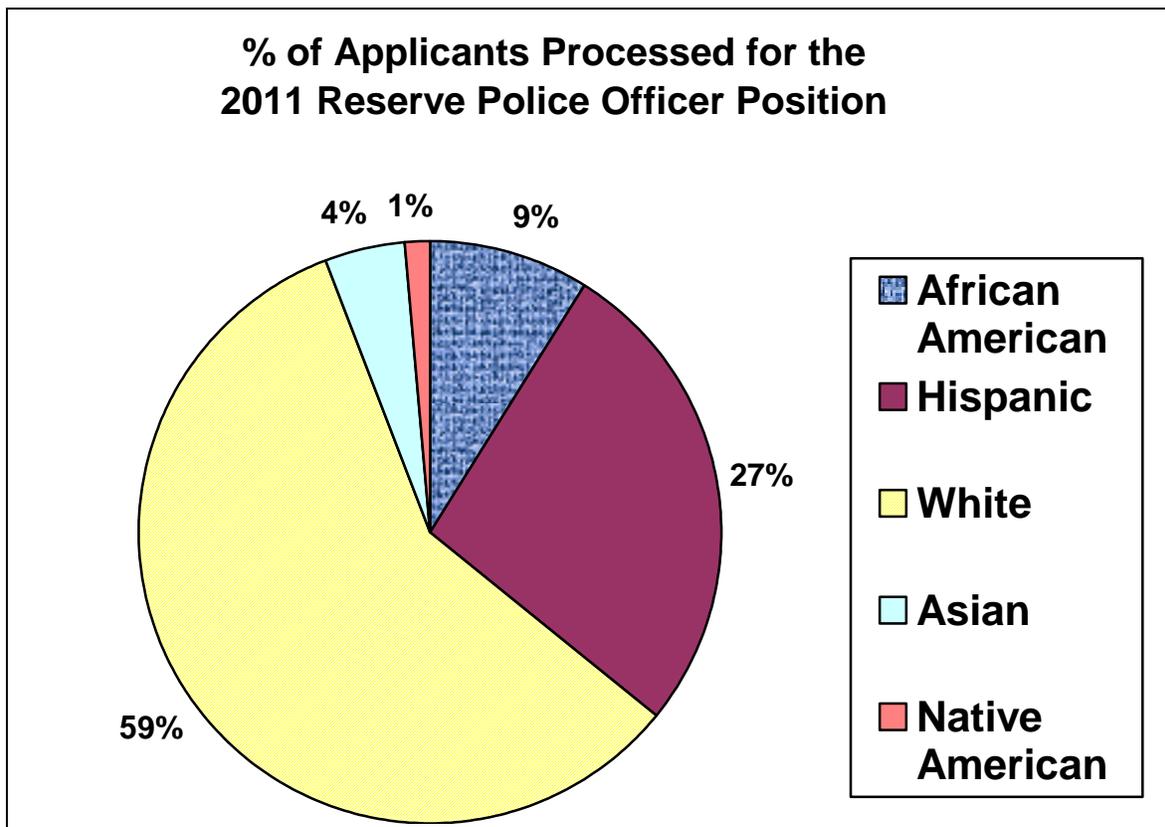


2011 RESERVE POLICE OFFICER'S PROCESSED (By Race/Ethnicity and Gender)

In 2011, 55 applicants were tested for the position of Reserve Police Officer. An additional 12 applicants were processed using their 2010 Entry-Level Police test score.

	Male	% of Total	Female	% of Total	Total	% of Total
African American	6	8.96%	0	0.00%	6	8.96%
Hispanic	13	19.40%	5	7.46%	18	26.87%
White	32	47.76%	7	10.45%	39	58.21%
Asian	3	4.48%	0	0.00%	3	4.48%
Native American	1	1.49%	0	0.00%	1	1.49%
Total	55	82.09%	12	17.91%	67	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



FIRE SYSTEMS TECHNICAL SPECIALIST

Fire Systems Technical Specialists (Electronic Technician), under the supervision of the Superintendent of Fire Alarm or Assistant Superintendent of Fire Alarm, design, install, and maintain all electrical, heat, and power systems for the Denver Fire Department. This position is tested on an as-needed basis.

The application period for the Fire Systems Technical Specialist (Electronic Technician) was from February 14 to March 18, 2011. A 100 question, multiple-choice written test was administered on April 11, 2011. The Oral Board was conducted on May 2 and 3, 2011. The applicant's final score was based on a maximum of 60 points from the written test, 40 points from the oral board, plus veteran's preference, and language skill proficiency points.

Number of Applicants Who Applied	75
Number of Applicants Who Took Written Exam	36
Number of Applicants Passed Written Exam	16
Number of Applicants Who Attended the Oral Interview	16
Hired	1

FIRE MECHANIC

Fire Mechanic, under the supervision of the Master Mechanic or Assistant Master Mechanic, maintain the Denver Fire Department's driving equipment, including pumpers and aerial apparatus. This position is tested on an as-needed basis.

The application period for the Fire Mechanic was from March 14 to April 14, 2011. A 100 question, multiple-choice written test was administered on April 25, 2011. The Practical Test was conducted on June 11 and 12, 2011. The applicant's final score was based on a maximum of 33 points from the written test, 67 points from the practical test, plus veteran's preference, and language skill proficiency points.

Number of Applicants Who Applied	78
Number of Applicants Who Took Written Exam	36
Number of Applicants Passed Written Exam	16
Number of Applicants Who Attended the Practical Test	14
Hired	1

Fire Candidate Physical Ability Test (CPAT)

In 2011, the Commission administered the CPAT to Fire applicants that passed the written test in 2010, and whose ranks warranted. The test consists of five sessions. The first two are optional mentoring sessions where applicants are shown the steps of the test, and given hints on how to perform each step. The next two sessions are optional practice sessions where the applicants actually perform the CPAT test. If they successfully complete the test within the allotted time frame of 10:20, they have completed the CPAT, given a passed status, and will not have to return for final CPAT administration. If the applicant has either chosen to forgo the practice sessions, or was unsuccessful in the practice sessions, they take the final CPAT administration.

Please note, in these events, the candidate wears a 50-pound vest to simulate the weight of self-contained breathing apparatus (SCBA) and Firefighter protective clothing. An additional 25 pounds, using two 12.5-pound weights that simulate a high-rise pack (hose bundle) is added to the shoulders for the stair climb event.

Throughout all events, participants must wear long pants, a hard hat with chin strap, work gloves and footwear with no open heel or toe. Watches and loose or restrictive jewelry are not permitted.

The Fire Service Joint Labor Management Wellness/Fitness Initiative Candidate Physical Ability Test © (CPAT) consists of eight separate events. The CPAT is a sequence of events requiring the candidate to progress along a predetermined path from event to event in a continuous manner. This test was developed to allow Fire departments a means of obtaining pools of trainable candidates who are physically able to perform essential job tasks at Fire scenes.

1. Stair Climb
2. Hose Drag
3. Equipment Carry
4. Ladder Raise and Extension
5. Forcible Entry
6. Search
7. Rescue
8. Ceiling Breach and Pull

This is a pass/fail test based on a validated total time of 10 minutes and 20 seconds.

FIREFIGHTER CANDIDATE PHYSICAL ABILITY TEST (CPAT) (By Race/Ethnicity and Gender)

The Commission invited 93 applicants to test for CPAT in 2011. Of those, 71 took the CPAT test, and 68 passed.

Fire Applicants who passed CPAT

	Male	% of Total	Female	% of Total	Un-declared	% of Total	Total	% of Total
African American	1	1.47%	0	0.00%	0	0.00%	1	1.47%
Hispanic	13	19.12%	0	0.00%	0	0.00%	13	19.12%
White	39	57.35%	2	2.94%	1	1.47%	42	61.76%
Asian	2	2.94%	0	0.00%	0	0.00%	2	2.94%
Native American	1	1.47%	0	0.00%	0	0.00%	1	1.47%
Undeclared Race	5	7.35%	0	0.00%	4	5.88%	9	13.24%
Total	61	89.71%	2	2.94%	5	7.35%	68	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.

	Took CPAT	Passed CPAT	Pass Rate
African American	2	1	50.00%
Hispanic	13	13	100.00%
White	44	42	95.45%
Asian	2	2	100.00%
Native American	1	1	100.00%
Undeclared Race	9	9	100.00%
Male	63	61	96.83%
Female	3	2	66.67%
Undeclared Sex	5	5	100.00%
Total	71	68	95.77%

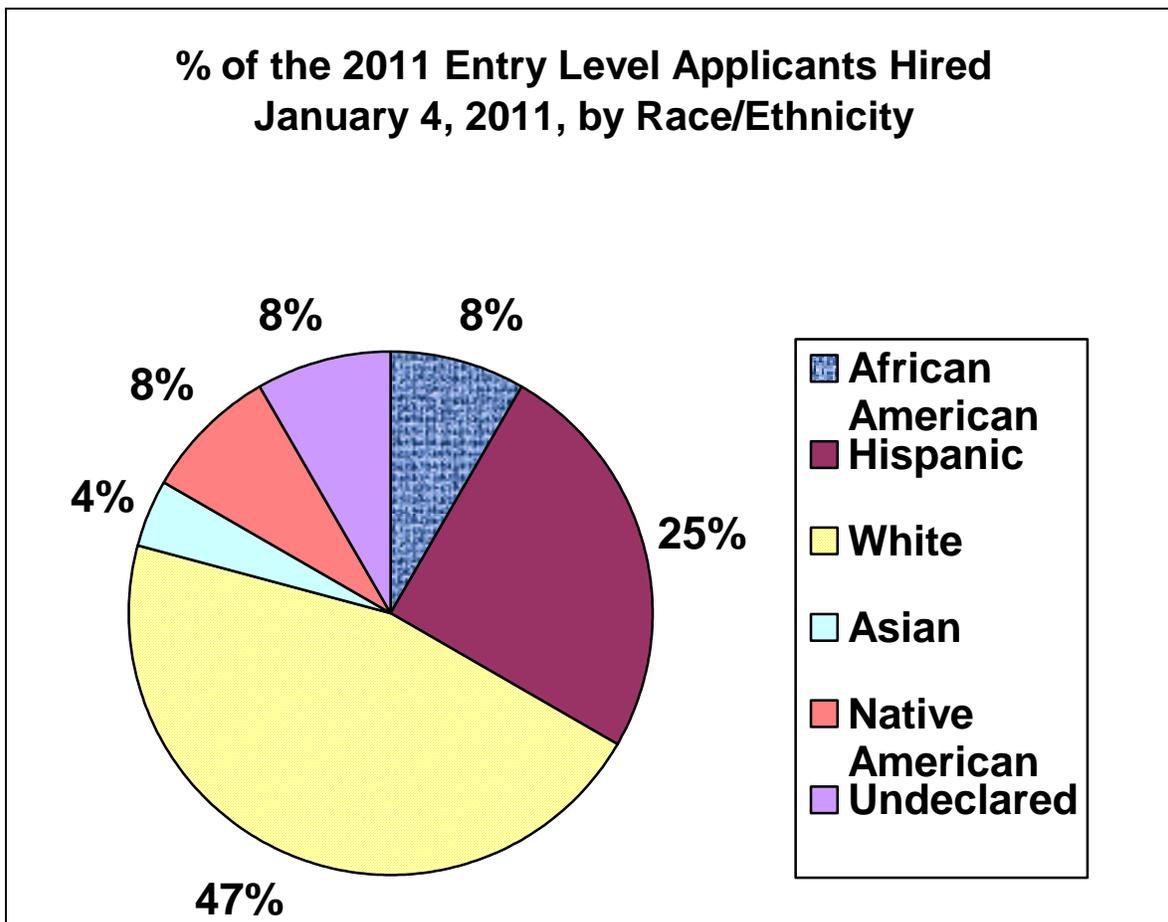
FIRE ACADEMY DEMOGRAPHICS

JANUARY 1, 2011

(By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	2	8.33%	0	0.00%	0	0.00%	2	8.33%
Hispanic	6	25.00%	0	0.00%	0	0.00%	6	25.00%
White	10	41.67%	1	4.17%	0	0.00%	11	45.83%
Asian	1	4.17%	0	0.00%	0	0.00%	1	4.17%
Native American	1	4.17%	1	4.17%	0	0.00%	2	8.33%
Und. Race	0	0.00%	0	0.00%	2	8.33%	2	8.33%
Total	20	83.33%	2	8.33%	2	8.33%	24	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



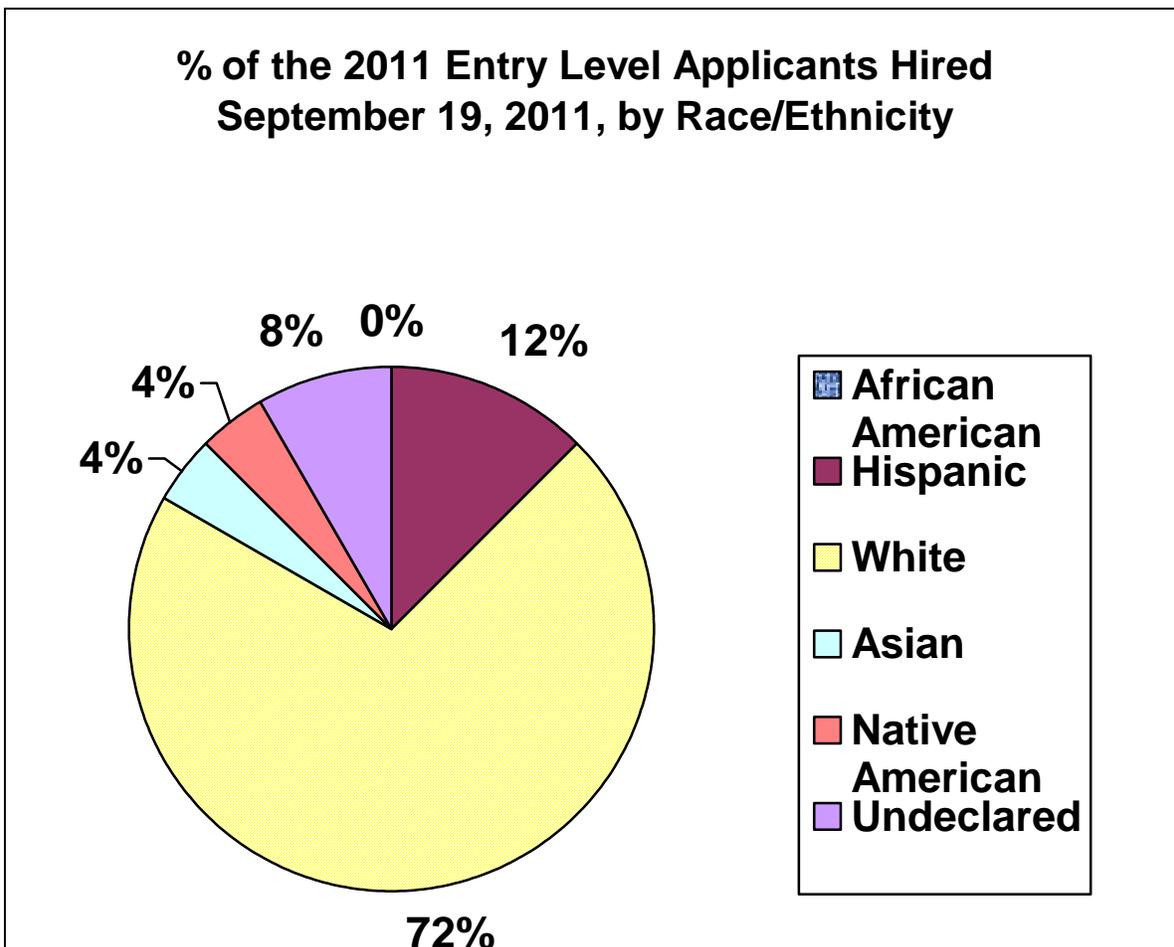
FIRE ACADEMY DEMOGRAPHICS

SEPTEMBER 19, 2011

(By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Hispanic	3	12.50%	0	0.00%	0	0.00%	3	12.50%
White	15	62.50%	1	4.17%	1	4.17%	17	70.83%
Asian	1	4.17%	0	0.00%	0	0.00%	1	4.17%
Native American	1	4.17%	0	0.00%	0	0.00%	1	4.17%
Und. Race	1	4.17%	0	0.00%	1	4.17%	2	8.33%
Total	21	87.50%	1	4.17%	2	8.33%	24	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



Police Officer Physical Ability Test

In 2011, the Commission administered the Physical Ability Test to Police Reserve applicants that were on the examination list from the 2011 testing, and whose scores warranted. A video of the Physical Ability test is shown to applicants who pass the written test and is also available on the Commission's web site. Applicants who fail the test may be invited to re-test providing they are still eligible.

Please note, in this test, the participant wears a regulation utility belt that contains an inoperable gun in a holster, hand cuffs, a can of mace and two magazine pouches containing two magazines. Participants must wear long pants with belt loops in order to secure the utility belt.

The Physical Ability Test consists of separate events which simulate an Officer pursuing a fleeing felony suspect and assisting a victim.

1. Suspect Description. While seated in a patrol car, the applicant is read a brief description of a suspect. The suspect must be correctly identified in a later phase.
2. The timing begins once the applicant exits the patrol car. The applicant must run about 130 yards to reach the first obstacle.
3. About mid-way through the course, the applicant will encounter and climb over an approximately 6-foot chain link fence.
4. On the other side of the fence, the applicant will crawl under two standard-size office tables. This tests maneuverability in tight spaces such as a crawl space.
5. After crawling under the tables, the applicant must run to, and climb through an opening (approximate size thirty inch by thirty inch located approximately fifty inches from the ground). This simulates entering a first story window.
6. After climbing through the opening, the applicant must identify the correct "suspect" from among four mannequins, each numbered and dressed differently. The applicant must shout out the number attached to the correct mannequin.
7. The applicant will then drag a dummy (from a seated position) to a designated line five feet away. The dummy weighs approximately 150 pounds. This is to simulate removing a victim from a vehicle. The timing of the events stops when the entire dummy and the applicant pass over the line.

This is a pass/fail test based on a validated total time of 63 seconds.

RESERVE POLICE APPLICANT PHYSICAL ABILITY TEST DEMOGRAPHICS (By Race/Ethnicity and Gender)

The Commission invited 11 Reserve Police applicants to a Physical Ability test in 2011. Of those, all 11 took and passed the test.

Reserve Police Applicants who passed the Physical Ability Test

	Male	% of Total	Female	% of Total	Total	% of Total
African American	0	0.00%	0	0.00%	0	0.00%
Hispanic	1	9.09%	1	9.09%	2	18.18%
White	7	63.64%	1	9.09%	8	72.73%
Asian	1	9.09%	0	0.00%	1	9.09%
Native American	0	0.00%	0	0.00%	0	0.00%
Total	9	81.82%	2	18.18%	11	100.00%

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.

	Took PA	Passed PA	Pass Rate
African American	0	0	
Hispanic	2	2	100.00%
White	8	8	100.00%
Asian	1	1	100.00%
Native American	0	0	
Male	9	9	100.00%
Female	2	2	100.00%
Total	11	11	100.00%

FIRE AND POLICE PROMOTIONAL EXAMINATIONS

In 2011, the Civil Service Commission conducted three Promotional Examinations. For Fire Lieutenant and Police Sergeant, a written test was administered to all registered candidates, addressing content areas from among those that are determined as a result of the job analysis to be essential or important for the successful performance of the duties and responsibilities of the particular rank. Only those candidates who attained a passing score on the written test advanced to the assessment center. Candidates were then ranked by their total examination score. The total examination score is the sum of the points earned from the written test (if any), the assessment center or practical test, and seniority. The examination for Police Captain only contained an assessment center. Eligible Registers remain active for a maximum of two years from the date of approval.

The Commission greatly appreciates the cooperation and assistance from the Fire and Police Administrations, Subject Matter Experts and Employee Groups in the development of the promotional examinations.

POLICE CAPTAIN

Number of Candidates Eligible	61
Number of Candidates Who Registered	27
Number of Candidates Who Attended the Assessment Center	22

POLICE SERGEANT

Number of Candidates Eligible	1130
Number of Candidates Who Registered	154
Number of Candidates Passed Written Exam	67
Number of Candidates Who Attended the Assessment Center	62

FIRE LIEUTENANT

Number of Candidates Eligible	533
Number of Candidates Who Registered	166
Number of Candidates Passed Written Exam	61
Number of Candidates Who Attended the Assessment Center	60

2011 FIRE AND POLICE PROMOTIONS*

FIRE DEPARTMENT	
Fire Lieutenant	8
Fire Engineer	5
Fire Captain	6
Assistant Chief	5

POLICE DEPARTMENT	
Police Sergeant	0
Police Lieutenant	0
Police Captain	0

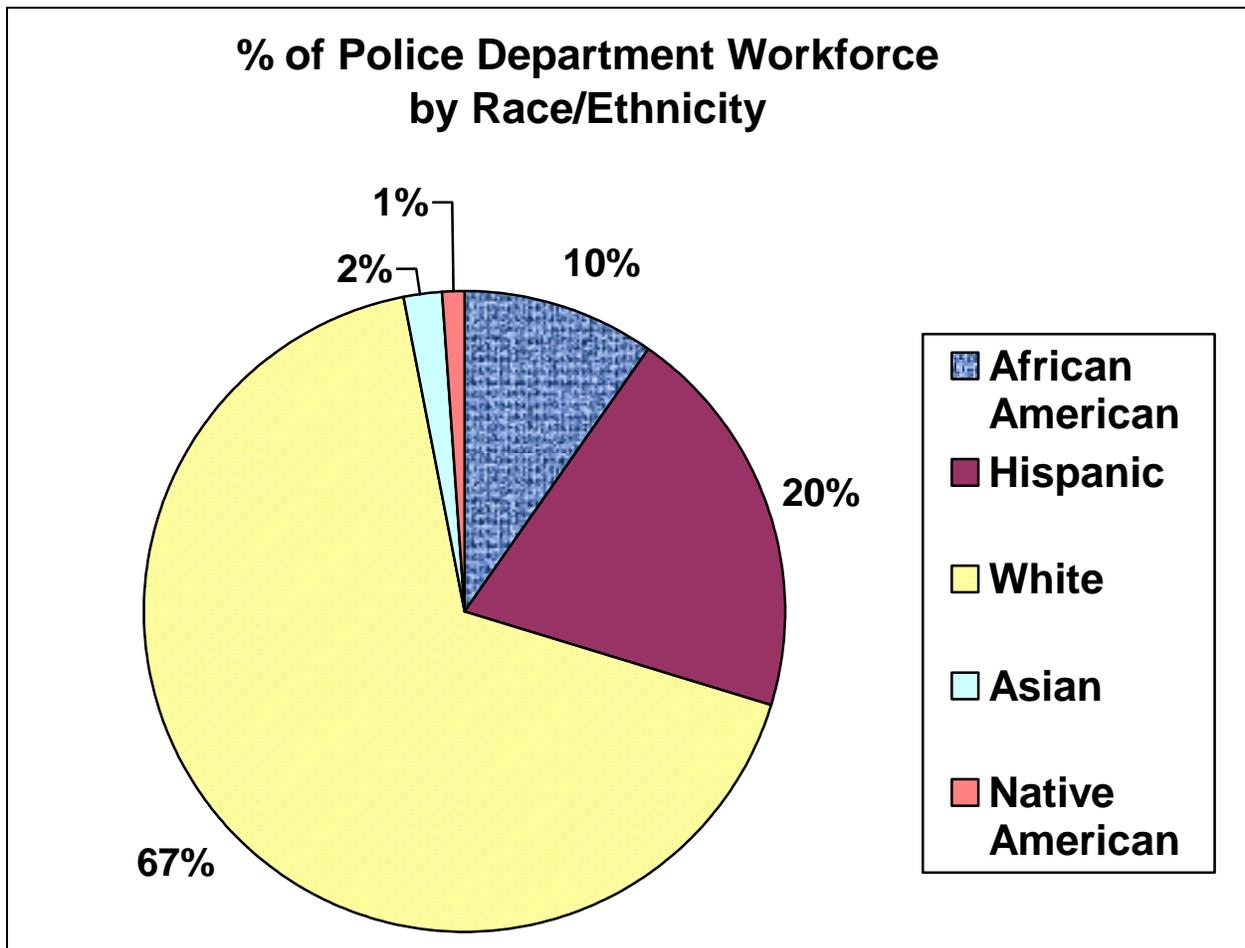
- * Includes only those promotional ranks within the Classified Service. Promotional tests are administered every two years except in the case of Assistant Superintendent of Fire Alarm, and Assistant Master Mechanic, which are administered on an as-needed basis. Promotions can be made off of an eligible register that was created in the previous year.

DENVER POLICE DEPARTMENT 2011 WORKFORCE DEMOGRAPHICS

	Male	% of Total	Female	% of Total	Total	% of Total
African American	114	7.96%	26	1.81%	140	9.77%
Hispanic	244	17.03%	41	2.86%	285	19.89%
White	871	60.78%	93	6.49%	964	67.27%
Asian	25	1.74%	5	0.35%	30	2.09%
Native American	12	0.84%	2	0.14%	14	0.98%
Total	1266	88.35%	167	11.65%	1433	100.00%

Based on DPD workforce data as of 12/31/2011.

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



DENVER FIRE DEPARTMENT 2011 WORKFORCE DEMOGRAPHICS

	Male	% of Total	Female	% of Total	Total	% of Total
African American	49	5.29%	2	0.22%	51	5.51%
Hispanic	170	18.36%	2	0.22%	172	18.57%
White	642	69.33%	35	3.78%	677	73.11%
Asian	9	0.97%	0	0.00%	9	0.97%
Native American	14	1.51%	3	0.32%	17	1.84%
Total	884	95.46%	42	4.54%	926	100.00%

Based on CSC data as of 12/31/2011. These numbers include 896 Firefighters, 15 Mechanics, and 15 Fire Systems Technical Specialists.

*Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.

